

Neighborhood Networks Empowering Employment
Aspen Systems Corp.
September 14, 2004
03:00 p.m. ET
Host: Vickie Schachter
Page 1

**Neighborhood Networks
Monthly Conference Call**

September 14, 2004

**“”Empowering Employment: Constructing Resident-Driven
Job Clubs”**

Operator: Good day ladies and gentlemen, and welcome to the Neighborhood Networks “Empowering Employment: Constructing Resident-Driven Job Clubs” conference call. At this time all participants are in listen only mode. Later we will conduct a question and answer session and instructions will follow at that time. If anyone should require assistance during the conference please press “*” then “0” on your touch-tone telephone. As a reminder this conference is being recorded. I would now like to introduce your host for today’s conference, Ms. Vickie Schachter, Program Development Manager. Ms. Schachter you begin your conference.

Vickie Schachter: Thank you Adriane. Good afternoon and welcome to Neighborhood Networks September Conference Call, “Empowering Employment: Constructing Resident- Driven Job Clubs.” Before we begin our call, I want to remind Multifamily Neighborhood Network Centers that the Strategic Tracking and Reporting Tool-START- is a very useful tool in planning programs and services related to adult employment. For more information about START visit the Neighborhood Networks website at www.neighborhoodnetworks.org or call 1-888-312-2743. I also want to remind our listeners that a verbatim transcript and audio of this call will be made available on the Neighborhood Networks website in about 10 days.

Now, onto our topic, Job Clubs. Job Clubs are structured job searches. They can be a central job seeking strategy for Neighborhood Network centers and the original Job Club model, which was developed way back in 1973 by Nathan Azrin, produced unbelievable employment rates of up to 80 percent or more.

Today, the Job Club model is widely used throughout the entire world. Job Club models stem from the belief that peer support motivates jobless people to intensify their search for work. Today we are very fortunate to have with us two speakers who have extensive knowledge and experience about Job Clubs. Our speakers are Steve Gallison and Ken Monaco.

Steve Gallison is the Founding Director of the Maryland Professional Outplacement Assistance Center, POAC. Since founding the POAC program in 1992, the center, which is federally funded and state managed, has served more

than 78,000 professional, executive, technical and managerial workers regain access to the labor market. POAC has served the re-employment needs of a range of people from astronauts to zoologists as well as assisted in the downsizing of the Federal Government and many Corporations through out the Mid-Atlantic region.

POAC has been cited by the US Department of Labor as a best practices program. The program provides its services on a traveling statewide basis and operates more than 10 evening Job Clubs called the Affinity Groups for professionals. POAC also offers its customers a large job lead exchange system via e-mail that supports over 12,000 customers. This system is used by recruiters and regular business customers to access POAC's base of professionals in the Maryland, DC and Philadelphia markets. POAC is especially proud of its Alumni program called Pay It Forward, where employed former customers provide current unemployed customers with job leads, interview coaching and networking assistance. POAC Alumni have also initiated a privately managed members only website where they provide advice and business opportunities to develop resources for consultation partners, small business development and other sources of income. POAC further develops and coordinates an evening series of how-to workshops for those employed and unemployed, looking to develop income streams. The series is presented by many of its former customers who have been successful in developing multiple income streams.

Steve Gallison was the Marketing and Employee Development Director for a large Workforce Investment Act program before initiating POAC. He served as a Project Director on a US Department of Labor Grant to the Horticulture Industry in South Florida, Southern California, Ohio, Oregon and Maryland. Prior to that, he was the Assistant Executive Director for a large vocational rehabilitation program providing training and placement utilizing subcontract models and was one of the pioneers in the development of supported work and on site work programs for people with disabilities. Mr. Gallison is a graduate of Towson University.

Our second speaker is Ken Monaco, Ken Monaco has been employed with the State of Arizona, Department of Economic Security for over eight years. Prior to this, Ken was in the medical field for over 20 years. In his current position as the Employer Liaison for the Employment Administration within the Department of Economic Security, Ken has helped thousands of Arizonans find employment. Over the past four years, his main focus has been assisting TANF recipients in their pursuit of self-sufficiency. In 1999 Ken analyzed the current trends in job clubs and workshops and set out to develop an innovative way to reach to the

target audience. His approach was quite simple, holistically based and client driven. He took the data to his audience, sought input and guidance and the birth of the intervention sessions came to be. Ken travels throughout the state of Arizona as a facilitator and trainer for job clubs and workshops. Ken is a graduate of the prestigious Biosystems Institute in Tempe, Arizona and holds an honorable discharge from the United States Navy as a hospital corpsman I would like to now turn this conference call over to Steve Gallison. Please go ahead Steve.

Steve Gallison: All right and thank you. The Job Club model is something that we have held near and dear to our hearts because of the fact that it just simply works. Where we had job clubs and when I talk about job clubs I talk about the traditional job clubs where there are various elements where people were actually learning skills to find jobs as well as networking clubs, what we call here in Maryland, Affinity Groups and exchanges where it's just purely a job lead exchange. But all of these things have a very key role to play with the individual because there are many more individuals who are unemployed than there are professionals out there who help with employment so we kind of basically kind of give them the running start with these job clubs to get them going and these job clubs are in the local government, they are in non-profits and faith-based organizations in a variety of settings and it doesn't take a whole lot of resources to establish one. We have seen some very formal ones like "40 Plus" in some of the larger cities, but as before -- Vickie was talking about the fact that a lot of the European countries are using this and using it very successfully. The model is here in United States it was developed here and it kind of goes in and out of vogue in the general population but in everywhere that I have ever seen it in use, we get higher the normal placement rates of individuals and I don't know what your experience is Ken, but if you can weigh in there that would be interesting.

Ken Monaco: Yes, I appreciate that Steve. I would like to welcome everybody and I appreciate being inviting to this conference call.. One of the things about Job Clubs I saw and that is extremely interesting is that if you keep it simple, do not complicate the Job Club process, Job Club I would like to say slash workshop that it works extremely well. In my bio, I talk about a holistic approach, and what does that basically mean, and client-driven, what does that basically mean. Well, to me, a holistic approach is that individual client that is in a Job Club or workshop is there for one specific reason: number one to get a job, or to pick up skills or training. The best is the first step in the process of a holistic approach to a client, that person usually has barriers to employment. When there is a barrier to an employment that barrier, if at all possible, needs to be removed as quickly as possible. If the barrier remains, no matter what you do, you could have the best

resume writers, you could have the best job leads, you could have the best entry level positions available, but if the client, as I would like to say, the client has a barrier to employment and that is not removed, that client may go to work.

But what they find is that person will come back into the system and again seek temporary assistance, you know, services and cash assistance once again. So in the State of Arizona, we don't look at that as being a holistic approach. We want to remove the barriers right away right from the beginning. Having a very finely tuned screening tool can facilitate that. Now there are screening tools out there that can be purchased or you can develop screening tools or you can go to any state agency that might have already developed, state county or city agency that might have developed a screening tool that will allow your client to fill out and basically self disclose the barrier that they have. An example would be childcare. Childcare is a clinical issue not only here in Arizona, but more specifically to the rural sections of Arizona. But it is an issue throughout the United States of America.

However, there are funding dollars and funding streams for childcare that I would highly recommend the new centers that are starting up may contact and that could be through if you have a childcare administration find out what the criteria is, if there is a waiting time for receiving -- your clients receiving that kind of assistance as such and we will speak a little bit later and if you have any questions on that when we break for the Q&A session I would be more than happy to answer or at least speak with Steve and Vickie on that issue. If for any reason you need to contact me, you may do that via e-mail, my e-mail is kmonaco@azdes.gov and I can assure you if I do not have the answer right away for you I'll put together a very small team of individuals prior to this conference call that are more than happy to research the information that you are looking for and report back to me and I will get it out to you. If I cannot find the answer I will surely tell you that I cannot find the answer. I will not leave you hanging out there. Steve, do you have any guidelines you think might benefit the individual out there that would like to set up a job club?

Steve Gallison: Well, in preparing for this I have put together some notes and things that in the past I've worked with, the various groups in my applied field and dealing with the first one I would say would as you said dealing with obstacles or barriers to re-employment or employment. So a lot of times we think about re-employment but for a lot of people it's the first time they've held a real actual paying job and dealing with the those obstacles in re-employment, you know, it could be age, it could be gender, it could be race, it could be the religious practices, etc they are dealing and it's always good in the Job Club session where people are trusting one

another to be able to deal with those openly and on the table and how would you manage this, because I think especially what Job Clubs do is provide people with coping skills and they learn coping solutions as a result of brainstorming and other peoples' take on the world that they maybe able to adapt and nurture so that they maybe able to and/or the dealing of obstacles or barriers in a more practical way, you know. As a young child I remember I didn't have the necessary coping skills with things. Because I was dealing with my mother who was raising us after my father died and so I didn't have any other models other than my mom and my mom was often given into lots of crying and as a young kid that doesn't cut it. So I had to learn some new skills and I learned it from my friends. The other one is helping other people to identify your marketable skills and sitting down and talking with somebody and well, you could do this or you could do that or, you know, and having other people help you may have a wider breadth of experience in the world.

But again the Job Club can provide sources of job leads. I can search only a certain number of organizations during the course of a day but when we'll get together in a group I have resources of 15 to 20 other people that think that might work for them or didn't work or didn't wasn't appropriately for them and change that. Finding job leads and other social networks that you might have, you know, you have a friend who does this and if given the right message or make them think that is a something like a feedback into it. How to conduct an interview, how to write a resume, handling the emotions of being unemployed, it's just sometimes comforting in regards to what level you are at, I mean I deal most often right now with professionals and executives and they are having the same emotions that a person who is just starting out in their career or just recently lost the job and trying to find re-employment to have the same kinds of emotions and how to handle those and maybe learn some new coping skills for those, and then to practicing and rehearsing for interviews, there is a lot of role playing going back and forth and then the thing that I think that works like a dream with people is, if you are going for an interview how would the employers think about this interview and how would they structure it and if you were the employer what kind of questions would you ask and it kind of brings the people to a level playing field and then how do I evaluate the job offers, is it a good job or could I do better or would I find a job that is more suited to my skill. And these are just some of the basic things that a job club can help an individual with and support them in those activities.

Ken Monaco: Steve, I agree totally on that. In fact that is the premise of what I believe is the client driven model going into the holistic approach where the clients that are actually in the Job Club need to understand that they have to take ownership in

that Job Club, that the person sitting next to you might have your answer and you don't even realize it. Once the facilitation process of the Job Club happens, the facilitator needs to have the skill to turn over the processes of the Job Club to the clients with the understanding that if the discussion gets off track then the facilitator pulls him back on track. Let me give you a prime example of that. We had young lady one time in our Job Club and she was having issues with the childcare component. Even though the state of Arizona, (indiscernible) are qualified for childcare. The mother was basically saying that she didn't like the childcare where she had and she lived at XYZ Street. Now we can -- we can change the childcare centers, that's the simple paper process that we can do. When I say simple, it's not as simple as it sounds. However, it is simple. But what was the interesting component was this woman sitting next this lady, who said, "Well, you live right down the street from me. My child goes to this childcare center and it's not the center that you are looking at and I have had nothing but great response for my needs for my child." And what happened was these two women got together and started talking and commiserating and sure enough we feel in two days, the child was switched over for the new childcare center and the ultimate scenario here as it happened and it's lovely to see this, is that both women got jobs and they started car pooling together. So it worked out extremely well to where it becomes I believe client driven Job Club.

There are a couple of things that I would like to talk about that might interest our listeners and I believe there are three components that are critical to a Job Club. However, they may sound so obvious, but they are really not. You need the collaboration and partnership of state, county, city and the community, meaning that if you have a local job service WIA -- workforce investment entity in your area, maybe you could have a referral process form that they would use, to where you could refer your clients from your centers to an agency. An example would be, you have a client that has a known disability where they tell you if they self disclose their disability to you, going back to that holistic approach of this is my barrier, I had XYZ ailment. Well, if you had a referral process a simple single sheet referral process that you could in the State of Arizona we call it the RSA, Rehab Services Administration. We take that information or you could take that information and refer to whatever entity your state specifically has to where this individual could go. Then go to see if they qualify for those services. In our case it would be RSA, Rehab Services Administration. The beauty of this is, if the client does meet their criteria, there are training dollars that will available within the State of Arizona. Every state has an equivalent agency like RSA. RSA looks at each client to determine if the person wants to work, if the person can work, what is the training level that they are at, what training do they need to get to a

certain point, so they can become self-sufficient. So, I think the collaboration or partnership with, city, county and state entities and the community is critical.

Second, are your local stakeholders. Now, I define local stakeholders as your employers. One other thing that you can do in your center is, you can have a specific day where you hold a mini job fair, to where the employers actually come into your center and they have the array of jobs that are available where they can actually do interviews on site. Hopefully your clients, and Steve will attest to this, have a resume put together because it's critical to have a good resume put together. I can't stress that enough but, let's say the employer comes in, they have their resume, they sit down, they do the interview, they meet the minimum qualifications or maybe they are just under the minimum qualifications, and the employer already knows the audience in which he is speaking to might not have you know, high level skills but they do have skills that maybe some other jobs that the employer has will set the need of the employer as well as the client, that's a critical component to me. So I call those, stakeholders employers. There are also stakeholders as far as training entities. One other thing that you might look at is having the employers and the training entities that are out there with the collaborating partners such as I would use the state of Arizona in this case to where they would come in and say there are training dollars available, short term training dollars because obviously there is not an endless amount of dollars allocated. You have the employers at a table with the training entities and you sit down and say, what we were seeing in our center is individuals that have these skill levels. They do not necessarily meet whatever industries these employers are, but you know that these industries do research and you can contact jobs or virtually labor market information. And you can find out what industries are up and coming or what industries are booming at now. Once you put those two entities together and you have a base of clients, you might be able to match up the employers with the need with the training entities, and if there is funding available and obviously everything has to be qualified and these individuals must meet the qualifications whatever program they are training dollars are together. You might be able to put a beautiful match together between the training entities, the employer, the employer does it what I would like to say a pre-employment hire interview process and a feel good happens between the client and the employer. And basically that client, if they do qualify, goes to the training entity. The training entity trains them, the employer does the formal interview process, let's say it's month training program. The employer does a formal interview process, the employer already knows they have been trained on the components that they need to get the job done from the training provider and I noticed this is a little complicated but it's really not. Then the client is hired and you have a win-win all the way around.

The third component, and then I will turn it back to Steve; the third component is you need to look into the fact that once you have one or two success stories. Now you might start out having only two or three or four individuals coming to your workshops or job clubs so to speak. That's fine. There is no problem with that. It will grow exponentially as time goes on, and your success grows. Once you do have one or two individuals that have been successful in your program. And this, I believe, is a real critical client driven holistic approach. We in Arizona have found that, we have clients that are willing to come back to our Job Clubs and give testimonials of what happened, how have they got to this point in their life, the process of the interview, how the Job Club worked for them, their job and how much better their life is today, leading to self sufficiency and I'd like to say hopefully -- even home ownership. Once that happens, the buy-in from the group inside that room goes sky high, the ownership goes sky high. Now you don't have to do this every week but something like that on a monthly basis, I think, would work well. So those are the three components even though they seem like a lot, they are really not hard to put together and once again if you do e-mail me I'll be more than happy to outline how you need to do it. Steve, any issues on that, that you want to address..

Steve Gallison: No, I think that's a pretty good overview of how these things, I think if I were sitting out in the audience listening on the phone, I would like to be able to know how -- how do these things are put together. And my sense is that, early in my career I had very little training, very little in the labor market but somebody just told me that this would be a good idea if I work with people with developmental disabilities and put a Job Club together. And we were talking you know, and dealing with people who had cerebral palsy and in these kinds of disabilities and we put this clubs together, and what we found is that as long as we keep it oriented and positive and directed at the work that these things basically started developing as meetings, where people would introduce themselves and set their networking modes, share some information about them that is not obvious then, their dreams and we set some ground rules essentially that nobody would just stomp on somebody else's dream, that they were to support them, etc. and we saw that, with the evolution of the Job Club, each individual who wanted to be in the leader for the other person. They looked to me as a kind of a person who was the grain of sand in an oyster where, I pull the lessons around me of their knowledge and skills and attitudes and which makes the whole program more valuable. And so, if somebody needs to be there to direct them, make sure that there are pens and paper and that kind of stuff. But, it's really client centered as you were mentioning before Ken.

And keeping it positive, they tend to grow, they tend to start up and may be they stumble a little bit, but they do catch hold. Once you see those couple of people who were out there doing what the whole program was designed to do, and that's to get people back to work and be supported. Not everybody is at the same place at the same time, and we all recognize that. But a job was to help other people through some of the difficult times and help to inspire them. So I think those are some really important things to do, doing this on a regular basis, making sure it's systematic, assuring there is some consistency in this. And you really almost want to get to the points where they are saying, "Well, I can't do that tonight I have this Job Club Meeting." And when you start seeing that you know, you will make a penetration in the marketplace, and are encouraging individuals who are participating to bring in somebody else. And you will see that this thing is infectious because of the fact, people want to be in a positive environment. And they want to do things positive about themselves. And get people to commit to doing and taking on various aspects of the Club, like as time keepers and people who keep records and finding what their talents are and allowing to develop that because what would basically develop and manage in this work skill. And I think, you know in Neighborhood Networks that this is a great place to do this, and not to be concerned if it doesn't take off and become a great success all at one time. Because that's very seldom the nature of these types of groups. They take perseverance, but it's really rewarding to sit back and watch the people who are involved and the group themselves becomes self-managers. Because what you are doing is allow people to take control of their own futures and bring other people in. We have let our groups kind of decide the agenda. We have the agenda -- this is what we need to do, these are some skills we need to develop, but maybe next week, we want to bring in some employers, next week we want to bring in a couple of people who have gone through the program and have been successful and let them inspire the other folks. These are all really important things, but they don't take a terribly high level of training to pull off. It's a great way and it almost becomes a friendly competition among the people who are participating. And I am going to go to work next, and just because I got a job, that doesn't mean you are out of the group. That means that, you can't sometimes attend. You are member of the group forever as long as you want to be. These are not really new things but they really do work.

Ken Monaco: No, and I agree a 100 percent. Over the years of doing job clubs and when I did that analysis back in 1999, then I looked at the current models that were out here, I knew something was wrong, something was amiss, and it really bothered me. So, I had to look at it and say, there is no way that someone could make it and let's say cash assistance that were receiving or a low paying wage. Something had to be wrong, besides the barriers that we have just spoke of earlier Steve,

something had to be amiss there in this whole molecular structure. Going back, when -- when I asked for input and guidance from my clients, my participants, I literally said, "explain to me how you are making it. I -- I don't understand," and they would say well, "we are not really making it. It's a struggle," and I would say "define the area besides the barrier which we know is transportation and we know always child caring and we know the housing and thank God for HUD in there if you meet the qualifications you have a roof over your head, you have Maslow's theory, you know your basic needs are covered but to look down the road what's the element, what's that one molecule that's missing."

And I found if you are not a facilitator and you are not genuine they would know it and they would turn off. But if you are genuine and you are sincere and you really want to see them move forward to self sufficiency they will self disclose, they will open up. And this one a young lady came up to me and she said, "well I am embarrassed." And I said, "Why you are embarrassed?" She said, "I am 28 years old and I don't even have a GED." And she wouldn't have disclosed that, unless she had a level of comfortability. So she did, and my point was why in the world are we looking at putting you into a job or referring you to a job or trying to match up the skills that you have. When in reality and in the long run we are really hurting you. You need to get your GED. So let's focus on getting your GED, all right. You may be able to look at even volunteering in a company, while you are getting your GED. But once you do have your GED, and, I believe, you will get your GED, it's always positive to know when you facilitate and I think you would agree, Steve, when you do Job Clubs and workshops such as that is we will want to look at strength not so much as the weakness and if there is a weakness) somewhere that we bring that up to the strength. So going back to when I spoke to our clients, guidance that we have to address if that is the barrier, but it is not a barrier as I define a barrier you know going back to you know, a child care and transportation even though it is a barrier not having a high school education, but if we address that this is exactly how I explained it. You might pass the test the first time not having ever even taken the GED pretest. The answer is, usually it is no. Why not do that? Take the pretest and you might be off a little bit, study those areas, go back and take the test and what happens if the amazing thing is you pass at the first time out. Well and this person was extremely psyched about that concept, certainly because she was embarrassed to talk about until she got that level of comfortability she stood up and she brought that up in a Job Club. I can't stress in this I am so passionate about this, Steve, and I know you are too, that it gives me great pleasure to see as I see the light turned on.

Well, you know, we can send individuals out and supply them with tons of jobs we give them a great resume and everything else, but the bottom line is, whether it is going to lead them to self sufficiency or is this just a stop gap for today. We don't want to set them up for failure. We want to set them up for success. And by having the Job Clubs and sitting down and talking, having the employers come in, the training partners come in, entities from the city, state and county come in and speak. Oh, gosh, you could even maybe go to the community colleges out there.. A class might be able to go up and speak to an employer and say, please tell me about your company, videotape it, edit it and bring it into your Job Club for discussion. This is XYZ Company and everybody knows XYZ company in this room, this is who they are seeking to recruit. Then you could have the Human Resource person explain about the company, and may be even have a mini tour of the facility. So your customers, your clients that are in this Job Club get excited about wanting to work in XYZ. They're asking what would they need to do to be some part of the team of XYZ, is there training that I need and then you will find and I assure you of this, your Job Club will explode with excitement. You will find yourself probably working overtime, to assist these individuals to find out either what do they need, where do they need to go, who do they need to speak to, I am just so excited for you all out there that are thinking about, putting this together and I highly recommend it.

Steve can you add anything else?

Steve Gallison: Well, I think one of the things that you hit on is really important. First, who is going to manage these groups, coordinate groups, is that you don't have to have all the knowledge, because all the knowledge is out there in the community, you have to be a good networker and you have to be almost selfish in your approach, to going out and find the employment services. Then you send a representative over to our operation, to give us an inside on how to use that, how to best use the job service or the employment service, how do you use the Workforce Investment Act and how do you get training as a result of that. I can tell them how to work for the recruiters, but it's better for the recruiter to tell them how they want to do work. And you don't have to have all the resources, all you have to do is have the ability to go out and ask people for assistance for other people and people will come and step up and volunteer. What these Job Clubs do is give people a sense of control and mastery and they also learned social support from other people. And they are able to pull that back and I think that one of the crucial elements we are maintaining is positive mental health and it can be in a tough labor market, so easy to be down on yourself, because you don't have a job and you don't feel this and you look at all the negatives. Job Clubs help people to identify what they have to sell and it's the sense of mastery and the motivation. I don't think I can

motivate anybody, but I might be able to inspire them, tapping their own motivation. I really think that the key to all this is helping people get where they need to be even though they don't have a road map and Job Clubs help people design their own road map to where they want to be. We keep them engaged. One of biggest problems I have seen is absenteeism. I guess is the best way to say it. People who join the Club and then you don't see them for a month and then they come back. Well, we just decided as the group that we were going to care and nurture each other, and to the point where we might even bug them and say I am going to call you and if you don't show up for a meeting we want to find out why, because we want to find out whether you are all right, what's going with you etc, Somebody really truly cares and wants to assist me getting where I want to be. And it's kind of like a buddy system and you maybe go out there and maybe you fail, but you are totally accepted in the group. They will debrief you to find out what you learned, what you have done better, what do you need from the group that might help you in your next effort and employment.

So those kinds of things are very important for helping the individual and it's important that the individual who is facilitating this project needs to know when to step in and when to step back. And that's a real critical skill for them that they have, but my preference is in running Job Clubs is to let the participants in the group do as much as they comfortably can for one another. And what they can't do, then I step in and give guidance and direction and then let them make the decisions. This is actually the most cost effective job placement that's available and you don't need a whole lot of supplies or anything. You just need willing people and a place.

Steve Gallison: You know, we have a couple of enthusiastic people talking about this. I think I would like to open it up, if it's possible, to talk to some of the other folks and get their specific questions.

Vickie Schachter: Well Ken, Steve, if you are ready for questions, we will have Adrian turn this into a question and answer session.

Operator: Ladies and gentlemen if you have a question at this time, please press the "1" key on your touch-tone telephone, if your question has been answered or you wish to remove yourself from the queue, please press the "#" key. The first question is from Dannette McCain. Again if you have a question at this time please press the "1" key on your touch-tone telephone. The first question is from Dannette McCain from AF Evans.

Dannette McCain: Hi my question is how do you get the agencies or the people that already have like jobs and computers centers to come into your center. Because I have been to a couple of agencies and they are like you have to send the people here and so like you said the barrier of child care, transportation those type of things. These are the barriers that -- the people in the community have and so how do I get the agency to come to the center.

Vickie Schachter: Well Dannette I am going to intervene here. This is Vickie Schachter. I think it's important that you know we are talking about Job Clubs versus all other issues and I don't think that either Ken or Steve were saying that you need to get child care to set up a child care center at your center, so much as helping the people who are having barriers to employment who are participating in your Job Club find child care providers in the community.

Dannette McCain: Okay.

Steve Gallison: Right.

Vickie Schachter: Not that every trainer would have a location inside your center but that you would identify training entities and you would identify employers and invite them to come as speakers, perhaps.

Dannette McCain: Okay.

Vickie Schachter: Thank you for your question.

Operator: The next question is from Leona Patterson, from Lancaster Village.

Leona Patterson: I am looking for an evaluation tool for the end of the process.

That I can use not only with the participants but also with the providers that we are using.

Steve Gallison: Well, I think one of the best evaluation tool as you have is to track progress and -- and where people are coming from and what they are learning and you can certainly do some base line where they started. What skill sets they had and you know and a lot of that is through self-evaluation of what they got out of it but you know you are going to be starting out from scratch essentially. With a group of people coming together and you are kind of going through this process. But the

thing of it is you started with the process. If you are successful, even if it doesn't equate to tremendous numbers of jobs but you have been successful because the group has grown then people are saying that this is a place where you can get your soul nurtured as well as possibly getting the job. So, there is various ways to evaluate this. I was working with a couple of scientists, Dr. Kaplan from George Washington University and he is basically saying that this is a positive mental health model that really helps with an intervention in mental health and by providing these kinds of places where people feel comforted and loved and trusted it has some value also. Not necessarily just the number of jobs that are there. There is a reference manual, it's old and it's out of print. It is "Job Club Counselors Manual" by Nathan Azrin. And even though the material may sound dated it's based on behavioral type approaches to developing job clubs and how to access their effectiveness and different models that you might be able to choose. You probably could go to a used bookstore and be able to acquire one. The one I have at home is really dog-eared and beaten up because I have used it so much. And I go back and re-read it every time because I am saying what was old then doesn't stay old because it's based upon human behavior.

Female Speaker: Okay. See one of the things in Michigan, they have Work First.

Steve Gallison: Oh yes, I am pretty familiar with Michigan.

Female Speaker: Yeah, okay. And, all you hear is get a job.

Steve Gallison: Yeah.

Female Speaker: Not how well you perform in the job or how well you like the job, and things like that. So individuals that fall into that category because they have to have a job, we still maintain the contact.

Steve Gallison: One of the places that you have is a really terrific resource for taking a approach that The Michigan Prevention Research Center had. I am on my computer here. Michigan Prevention Research Center, they have a program called The Jobs Product for Unemployed and they have an update. Now this is a program that they did back in the 90's but a lot of the information can be adapted directly to Job Club. And it's up to University of Michigan and Michigan Prevention Research Center. If you put that into the search engine you will come up with it and there is a lot of work. This program was taken by the US Department of Health and they turned it into a grant. And they ran the program here in Maryland and they

ran the program in California and Michigan. And it sounded these types of programs really work. And there is some real good information there and you can get all kinds of resources, etc. from University of Michigan.

Female Speaker: Okay.

Ken Monaco: If that's the work first model there are criteria's inside that work first model. In other words there are primary activities, and then there is secondary activities. And whatever your state specifically mandates that model that they are following. I would say if the person is then required to go out there and get a job. Let's take -- let's take a step back from that so they do get a job but then also there is --there is how you are going to move forward. Going to that self-sufficiency, do you understand what I am saying?

Female Speaker: That's our model of self-sufficiency. We don't want you to just get a job.

Ken Monaco: You need to get a job. But with the understanding that once you have that job, let's find out what you then need to move up and move better into another job.

Steve Gallison: It's certainly a modality for learning and enhancing your work, your work place skills and behaviors.

Ken Monaco: Absolutely.

Female Speaker: And we have been able to get some waivers.

Steve Gallison: Yeah.

Female Speaker: And instead of doing the 40 hours a week, they maybe work 20.

Steve Gallison: Uh-huh.

Female Speaker: And then we have a good track with OCC for placement and training.

Steve Gallison: Uh-huh.

Female Speaker: And so that works for us.

Steve Gallison: All right.

Ken Monaco: Outstanding.

Steve Gallison: Yes, obtaining those waivers is like getting the sentence commuted. It's difficult. But it can be done and you know and the Job Club model is of those things that helps people get themselves prepared because they can feed off of everybody else's knowledge and experience of that and it doesn't become a professional's job to do that. It's the group's job to help prepare that other individual.

Female Speaker: Well, see within our community, I use those -- the people that have come through with a decent job, are back in school and that type of thing, as my speakers and might motivate. They know the people.

Ken Monaco: That's right.

Steve Gallison: Exactly. And that inspires them.

Steve Gallison: We wish you luck.

Vickie Schachter: Adrian, do we have any other questions?

Operator: The next question is from Beatrice Johnson from Akwesasne Networks.

Beatrice Johnson: Hi. I almost forgot what my question was. Oh, okay. The organizations that we have in this area basically advertise only for -- you don't see a turnover of the office positions that are available. The only ones that seem to grow is like maintenance or those kinds of positions, that are opening up. And I would love to have this Job Club going and how would I go about opening the doors for this organization to say that we are going to train these people if the jobs don't exist right now. Do you have any ideas that I could use to promote that?

Steve Gallison: Well, I you know, in -- in all occupations, jobs exist because that there are people changing jobs and moving on to some place so there are job openings there, people retire, people pass on, they move out of town, variety of things. So even if this job market that is in pretty stable shape, you can still use the Job Club model, to prepare people, because one of the major things that I hear from employers, and Ken you can certainly jump in here, is we are going to hire for attitude and train for skill, and that is one of the most important things, so a Job Club can prepare people to be ready to take advantage of those job opportunities when they do become available.

Ken Monaco: Let me ask you this. Are you in a rural part of your state?

Beatrice Johnson: Yeah, very rural.

Ken Monaco: Okay. So, we are looking at, the secretarial positions if I heard you correctly, be few and far between and basically --

Beatrice Johnson: They may come around once every four six months maybe, one position in one organization, even though it is like, maybe four or five years --

Ken Monaco: So most employment is in the service sector?

Beatrice Johnson: Yes.

Ken Monaco: Here is an approach that might help you. When those positions do come up, they are gone pretty quickly, those secretarial positions, so we have identified that. However, inside those companies that do have those secretarial positions there are other positions?

Beatrice Johnson: Yes.

Ken Monaco: Okay. If you look at it, take it from this tack. I would rather walk in the door and say, "I'll be a maintenance person in your building." Follow my logic here. I will be a maintenance person in your building, with the understanding that in my own head and my own soul, I will get Excel, I will get Power Point, I will get quick Books, I will get Quattro Process, I will understand Power point. But as I work, as a maintenance person in that building, what am I doing, I am networking. I am showing up to work everyday. I am willing to work overtime, if there is a special project that is happening building. What happens is, if I can get myself in the door, then I will show the employer my value. I give that employer, whatever skills I have to offer. Via this job club and via collaboration and partnerships and via training, when that position does come up, whom are they going to hire? They are going to hire Ken Monaco, because Ken Monaco has been buffing those floors, and showing up to work everyday, and, by the way, Ken Monaco has these skills of Quattro Pro, Quickbooks, Power point, just like I mentioned. So, there is away to get in, as I say, the backdoor of a company to get to the position that you want as secretarial. Does that seem feasible to you?

Beatrice Johnson: Yes, it does.

Ken Monaco: Okay. So that is an approach as a facilitator that I just did right there with you. As a facilitator, you have that skill and that, if you don't, it can be easily learned. It's not difficult learn how to come into the backdoor inside a corporation, and then move up. I will give you a prime example. Most managers with McDonalds or Wendy's or Burger King, and all of those franchise operations, have to know how to work the firer, they have to know how to flip hamburgers, they have to know how to make a soda, or a shake or whatever. People look at those jobs and say, "Well, that's only \$6.50 an hour." And I say if I can get into the door, and I know managers are making let's see \$30,000, I don't know specifically, but let's say they are, and that's where I want to go, get me in the door, let me prove myself, you know, Mr. and Ms. Employer, let me show you that I have a work ethic, let me show you that I am willing to move up and do whatever it takes to get the job, at a higher level of pay, they are going to hire me, I know that for a fact.

Steve Gallison: I think one of the things you are talking about is a real good idea. One of the things that we often ask our customers who participate in Job Clubs to do is to watch the movie "Working Girl."

Ken Monaco: Very good.

Steve Gallison: They could see how this person who came in as a secretary, had the knowledge and the drive and the passion to do that and was self-taught and mastered skills that were much greater than anybody ever anticipated. Now, there was some ethics in all, that kind of stuff, but that aside, it shows that the capabilities and by getting inside the door, doing the stepping stone jobs, you get noticed. You are in the game, you are playing. You know, maybe everybody can't play major league right away, but we have a farm league, you know. You go through the farm system and move up through AA and AAA ball and eventually, you get to where you want to be sometimes and sometimes, you don't make the big leap. But, you are in the game and that's important, playing that game everyday.

Beatrice Johnson: Thank you.

Steve Gallison: You are welcome.

Ken Monaco: You are welcome.

Vickie Schachter: Thanks, Beverly. Adrian, for the good of all, do we have any final questions?

Operator: Again, if you have a question at this time, please press the "1" key on your touch-tone telephone. There are no further questions at this time.

Vickie Schachter: Adrian, I have a question that I would like to throw out to -- to both Steve and to Kenneth. This is Vickie. Other than Nathan Azrin's book that is out of print, is there a basic guideline that people can access to set up a Job Club?

Steve Gallison: No, but I think I am going to write that book now. I have not seen a whole new lot coming up because I have been doing it for a while. I have kind of made it a part of myself and how I go about doing things and I guess if, in my senior years here, I should to pass this on to some younger folk by perhaps putting a book together on how to do these kinds of things. Not, with all the sophistications that Azrin did but maybe just some very basic kinds of things, but I would be happy to talk to people and kind of walk them through, if they want to either call or e-mail me. My e-mail is: sgallison@dllr.state.md.us and I would be happy to correspond with folks and give them the benefit of my experience and learn from them also.

Ken Monaco: Absolutely. And with any questions that you have, the guidelines set forth for a Job Club cannot be a cookie cutter approach. It has to be customized for the geographic location where you are. In other words, as I was talking to that young lady, by what she was saying, my brain was clicking: this is a rural, agrarian part of the state. What's going to work in a rural area is not necessarily going to work in a metropolitan area and vice versa. So, the questions that you do have, you know, what about this concept, what about this idea as Steve said, both of us are more than happy to sit down and do some of the work for you and help you out the best we can.

Vickie Schachter: Okay. And I would also like to add that, while I haven't developed a curriculum, I do have a four-page program guide for anybody out there who is interested in receiving it. You could call me on the Neighborhood Network's toll free technical assistance line at 888-312-2743 and I will be glad to either e-mail or fax it to you. Adrian, do we have any final questions?

Operator: There are no further questions.

Vickie Schachter: On behalf of Neighborhood Networks, I would like to take this opportunity to thank our speakers, Steve Gallison from Maryland and Kenneth Monaco from Arizona. I now remember why I was so happy to work in the field of

employment and training. The enthusiasm is contagious and I think that both Steve and Ken stated so many truisms during the conference call. A Job Club facilitator can inspire people but the motivation comes from within. I think that most people want to achieve self-sufficiency, but their barriers overwhelm many people. So a holistic approach to barrier removal in a group setting can be a very effective and cost efficient way to help residents at Neighborhood Networks centers to achieve their dreams.

Again, I want to thank Steve and Kenneth for their time and for their expertise and thank all of the Neighborhood Network center staff and others who have listened on today's call. Thank you.